Business-Technology Alignment

PROCESS GUIDE

Version 3.0

October 15, 2001

Preface

- The following descriptions support the Business-Technology Alignment (BTA) processes developed as part of the BTA (formerly Enterprise Architecture Management (EAM)) framework.

- These process descriptions describe the BTA process diagrams version 3.0, and need to be read together with the process diagrams for a full understanding of the processes.

PROCESS GUIDE

1.   PROJECTS IT ARCHITECTURE REVIEW

Step	Functional Entity	Input	Tasks	Output
1.1 Evaluate whether solution design follows standards	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	• Proposed solution design; • Enterprise IT architecture standards;	• At Project Vision phase, and before review by DSG/IRB, conduct peer-review with the Standing AWG. Evaluate proposed solution design and ensure it conforms to IT architecture standards; • Work with the AWG to bring design to within standards, if appropriate; • Continue to conduct peer-reviews with Standing AWG members as required in SLC; • If unable to reach consensus with AWG, then request to escalate issues to IRB/MC for resolution. • Prepare Issue Review Request containing: issue, reasons, benefits, risks, impact on business and recommendations; • Coordinate Issue Review Request with AWG;	• Proposed solution design that conforms to IT Architecture standards; Or • Issue Review Request;

Step	Functional Entity	Input	Tasks	Output
1.2 Peer-group reviews of solution design and advise to achieve design standards	Architecture Working Group (AWG)	• Proposed solution design • Enterprise architecture standards; • Guidance from IRB/MC for resolving issues, as appropriate;	• Work with Project Teams to compare proposed solution design with IT architecture standards; • If proposed design follows standards then Project Team continues with SLC. Conduct peer-group reviews as per SLC review points; • If proposed design does not follow standards, then work with team to bring design within guidelines; • If issues remain and proposed design cannot be brought within guidelines, review implications for business, current and ongoing initiatives; • Understand business, infrastructure and ITA implications; • Escalate to IRB/MC when issues requiring management attention are identified and cannot be resolved directly with the Project Team. • Work with Project Team to prepare Issue Review Request describing issue reasons, benefits, risks, and impact on business; • Propose options and make recommendations; • Work with Project Team to modify design based on IRB/MC guidance, as appropriate;	• Proposed solution design that conforms to IT Architecture standards; Or • Issue Review Request to IRB;
1.3 Review options and resolve issue	Investment Review Board / Management Council	• Issue Review Request, describing issue reasons, benefits, risks, impact on business and recommendations;	• Understand impact of issue on business, the necessary tradeoffs and implications; • Resolve issue or provide guidance for further work based on business implications;	• Issue resolution; Or • Guidance for further work;

Step	Functional Entity	Input	Tasks	Output
1.4 Update architecture and standards, and communicate to stakeholders	AWG Support	• Issue resolution and changes to architecture;	• Incorporate agreed changes into IT Architecture standards and update Enterprise IT Architecture (ITA); • Communicate changes to relevant stakeholders through selected media;	• Updated IT architecture documentation; • Communication of changes to stakeholders;
1.5 Incorporate resolution into solution design	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	• Agreed changes to solution;	• Incorporate issue resolution into solution design;	• Changes incorporated into solution design;

2. ADVANCED TECHNOLOGY RESEARCH

Step	Functional Entity	Input	Tasks	Output
2.1a Technology horizon scanning (on-going)	AWG Support	• Technology trends report and assessments from external research sources;	• Monitor evolution of promising technologies and solutions with potential impact and usefulness for SFA; • Recommend incorporation of technology into business solutions, if appropriate;	• Identified potentially useful technologies for SFA and potential areas of business impact;
2.1b Identify evolving project, VDC and solution IT requirements	Project Teams (Business Applications, IPTs, ITA, EAI, etc.)	• Change requests/ suggestions from IPTs, VDC, and solution providers;	• Receive change requests for new technologies from VDC, operating partners, or projects; • Identify opportunities for cost reductions/ service improvements through deployment of new technologies; • Identify changes needed in provision and maintenance of systems; • Conduct high-level assessment of business impact of proposed new technologies; • Prepare business case for incorporation of new technology into solution and IT architecture standards;	• Potential gaps and opportunities for enhancements and new solutions; • High level business impact assessment;

Step	Functional Entity	Input	Tasks	Output
2.2 Evaluate new technology applicability and impact on business	Architecture Working Group (AWG)	• Potential gaps and opportunities for enhancements and new solutions; • Potentially useful technologies for SFA; • High level business impact assessment;	• Conduct high-level evaluation of proposed technology; • Evaluate potential business benefits, risks and areas of business impact for SFA; • Identify potential business area(s) of deployment;	• High level technology assessment and potential business impact; • Identified potential business area(s) of deployment,
2.3 Initial sponsor?	Architecture Working Group (AWG)	•	• Identify initial sponsor(s). If no sponsor then discontinue process and communicate decision; • If initial sponsor identified, then initiate detailed evaluation of new technology, its applicability and impact for SFA; • Define scope of investigation;	• Potential sponsor for new technology; • Directions and scope of investigation;
2.4 Detailed evaluation of new technology and impact on business	AWG Support	• Identified potential business area(s) of deployment, and potential sponsor for new technology; • Directions on scope of investigation;	• Evaluate business impact, benefits, risks and implications of adopting new technology for SFA; • Evaluate impact on IT architecture; • Evaluate whether business benefits justify risks and costs; • Prepare brief for evaluation by AWG;	• New technology evaluation for cost, benefits, risk and business impact;

Step	Functional Entity	Input	Tasks	Output
2.5 Verify: Is there a Business Sponsor? (and business benefits justify risks and costs?)	Architecture Working Group (AWG)	• New technology evaluation for cost, benefits, risk and business impact;	• Evaluate benefits, cost, risks and business impact of implementing proposed new technology; • If business benefits justify risks and cost, then identify and agree Executive Sponsor, and initiate inclusion into Enterprise IT Architecture Leadership and Renewal process; • If business benefits do not justify risks and costs, or Executive Sponsor not agreed, then discontinue process and communicate decision to appropriate parties;	• Business case and agreed business sponsor for new technology introduction; • Initiation of inclusion of new technology into Enterprise IT Leadership and Renewal Process; Or • Decision not to proceed with introduction of new technology, and communication of decision to relevant stakeholders;

3. ENTERPRISE IT ARCHITECTURE LEADERSHIP AND RENEWAL

Step	Functional Entity	Input	Tasks	Output
3.1a Review corporate direction changes and make architecture renewal determination	Architecture Working Group (AWG)	• Business strategy; • Business expectations; • IT performance; • IT architecture;	• Collect insights from business strategy changes, projects, and IT performance to identify needs and performance improvement opportunities; • Assess gaps, shortfalls and opportunities for improving performance through architecture enhancements; • Prepare recommendation for renewal of architecture: o Business impact; o Potential area(s) of deployment; o Opportunities/ reasons for changes to architecture; o Identification of opportunities for improvement;	• Recommendation for renewal of architecture;

Step	Functional Entity	Input	Tasks	Output

3.1b Review current IT performance and make architecture renewal determination	AWG Support	• Insights gained from project consultation;
		• Systems/ architecture operating performance metrics from operating partners;
			• Obtain systems operating performance metrics from operating partners;
			• Assess performance shortfalls and opportunities for improving performance through architecture enhancements;
			• Identify any other opportunities/ reasons for changes to architecture;
			• Conduct high-level evaluation of business impact of proposed changes. Identify potential business area of deployment;
			• Prepare recommendation for changes to IT architecture including:
			  o Business impact;
			  o Potential area(s) of deployment;
			  o Opportunities/ reasons for changes to architecture;
			  o Identification of opportunities for improvement;
				• Recommendation for changes to Enterprise IT Architecture;

3.2 Initiate necessary investigations, understand implications for architecture, services and vendors/ contractors	Architecture Working Group (AWG)	• Recommendation for changes or renewal of IT architecture; • Current IT architecture; • Business case and agreed business sponsor for new technology from Advanced Technology Research process;	• Perform preliminary assessment: evaluate case for IT architecture change and hypothesise potential business impact and implications; • Initiate investigations/ evaluations of potential solutions: provide directions and scope of evaluation;	• Directions and scope for investigation of potential architecture changes;

Step	Functional Entity	Input	Tasks	Output

3.3 Investigate potential solutions and make recommend-ations	AWG Support	• Directions for investigation of potential architecture changes;
		• Current IT architecture;
		• New IT trends and developments;
		• Vendor input;
			• Conduct detailed evaluation of potential architecture enhancements for fit, business impact, life cycle cost, etc.
			o Prepare IT architecture enhancement recommendations including:
			  o Cost analysis;
			  o Business impact;
			  o Risks;
				• Proposed IT architecture enhancement recommendations;

3.4 Review/ agree changes to architecture standards	Architecture Working Group (AWG)	• Proposed architecture enhancements, recommendations with cost analysis, business impact and risks;	• Understand business impact of recommendations; • Review implications for current and ongoing initiatives; • Either agree proposed changes based on business benefit, impact and risks, or communicate decision not to proceed; • If issues requiring IRM/MC attention, e.g. significant business impact, then prepare an Issue Review Request containing: issue reasons, benefits, costs, assumptions, implications, business impact; • Propose options and make recommendation; • Escalate to IRB/MC for review and resolution;	• Agreed changes to IT architecture; • Issue Review Request to IRB/MC;

Step	Functional Entity	Input	Tasks	Output
3.5 Review options and resolve issue	Investment Review Board/ Management Council	• Proposed options and recommendations for resolving issue;	• Understand business value assumptions, business tradeoffs and implications; • Resolve issue; Or • Provide guidance for further evaluation;	• Issue resolution; Or • Guidance for further evaluation;
3.6 Update architecture standards and communicate to stakeholders	AWG Support	• Agreed changes to IT architecture and issue resolution;	• Update IT architecture documentation; • Communicate to stakeholders through appropriate media;	• Updated architecture documentation; • Communication of architecture through selected media;
3.7 Incorporate architecture changes in services(s)	Project Teams (Business applications, IPTs, ITA, EAI, etc.)	• Agreed changes to IT architecture and issue resolution;	• Review implications for current/ ongoing initiative, develop migration plan; • Incorporate changes into solution and/or service(s);	• Detailed migration plan; • Changes incorporated into solutions, where appropriate;